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Business Talk-Plans

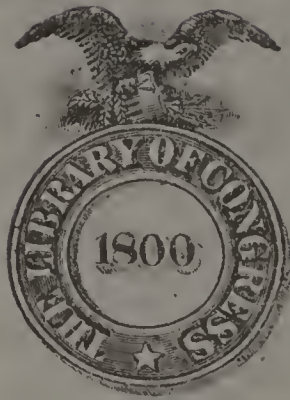
IMPROMPTU



Book Five



BENJAMIN BILLS



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BOOK V

The Impromptu Talk-Plan

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Book Five

General Outline of Step Five



CONCLUSION



PART I—PRINCIPLES

Section One: Possible omission of CONCLUSION:

Situations where
CONCLUSION
unnecessary

Some talks may be so brief as scarcely to warrant a summary. Or, they be so convincing as scarcely to need a summary. Moreover, sometimes where a very dramatic demonstration is available in the Fourth Step, it may so energize the point as that a conclusion is rendered unnecessary. Often we note this in the peroration of an evangelist who closes with a gripping human interest story—so gripping by its very narration as to compel action, without the need at all of any conclusion.

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Sometimes necessary for clarity and emphasis However, it may be that in the Fourth Step so much evidence has been brought to bear with not all of it being nicely related to the "Hows" and Whys" of the Third Step as that it will have become somewhat confused. The listener may not have the various points in support of the APPEAL very clearly in mind. Therefore, they can be given renewed emphasis in the CONCLUSION—and the *net result* be clearly and positively affirmed.

Section Two: Preliminary purpose of CONCLUSION is to summarize Third Step of EXPLANATION:

If you will turn back to the end of Book Four and reread the CONCLUSION of the lawyer's talk to the real estate organization you will note that it comprises first a summary of the reasons given in the Third Step for the better return of investment selling. And particularly note that it does not repeat the demonstrations given in the Fourth Step.

No summary of Fourth Step Three reasons account for not repeating the matter of the Fourth Step in the CONCLUSION: (1) These demonstrations have just been given and as a consequence they are clearly remembered.

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(2) If not remembered, the very fact of these demonstrations being concrete and specific makes them easily recalled. (3) Moreover, if the demonstrations were summarized without being related up to the APPEAL through the “How-Whys” of EXPLANATION, they would not be tied up closely enough to the PROPOSITION.

Strong summary of Third Step

On the other hand, reference again to the chart on page 8 of Book Four shows the explanatory “How-Why’s” as the principal supports of the APPEAL. They lead directly into it—they indeed are merely subdivisions of it. Hence if the “How-Why’s” are set up strongly in the CONCLUSION, they give strong support to the APPEAL—and the APPEAL thus supported gives strong support to the PROPOSITION.

For instance, if the “How-Why’s” be sufficiently emphasized in the boiler device talk namely, that conservation is effected by a burning of the gasses and by the flashing of the new fuel notification before the fire bed gets low, then the APPEAL of fuel economy is given sufficient emphasis to drive home the desire for the PROPOSITION, to wit, the “X” boiler device.

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Section Three: Final purpose of CONCLUSION is to close with a positive affirmation of the SUGGESTION of the Second Step:

Suggestions driven home The boiler device illustration just given shows that altho the preliminary purpose of the CONCLUSION is to summarize the Third Step of EXPLANATION, this is done only with a view to strengthening the final and ultimate purpose of the CONCLUSION, namely to beget a more positive and conclusive statement of the APPEAL and PROPOSITION which have been suggested in the Second Step.

For, after renewed vigor thus is given to the explanatory "How-Why's" in the CONCLUSION, they then all are headed into the one trunk line APPEAL which in the Second Step was asked in the form of a *question* but which now in the Fifth Step is insisted upon even to the point of taking the form of *exclamation*.

Three things done in CONCLUSION What was tentatively inquired in the Second Step of SUGGESTION, is now positively affirmed and insisted in this Fifth Step of CONCLUSION. And there is ample justification for such stronger insistence of the PROPOSITION

CONCLUSION

in this Fifth Step, for by the “How-Why’s” of the Third Step and the “Where-When-Who’s” of the Fourth Step, the PROPOSITION both has been founded in theory and grounded in fact. In short, three things are done in this Fifth Step of the CONCLUSION: (1) The “How-Why’s” are affirmed. (2) the APPEAL is reiterated. (3) the PROPOSITION is insisted.

Section Four: Need of vigorous style in CONCLUSION:

Pethy style Several times it has been emphasized that whereas your language is of the “business suit” style in the Third Step and possibly the same in the Fourth Step, yet in this Fifth Step, “dress suit” clothes are put on.

That is to say, in this Fifth Step there prevails more of flash and fire, more of elegance of phrase and pethiness of expression.

Here it is that you drive faster and harder than at any other point in your talk or solicitation. You sink and seal the points you have earlier made with gatling gun rapidity. Your sentences should be terse. Your style should be dignified and yet fresh. In short, it is in this Fifth Step of CONCLUSION that you place the *punch!*

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Illustration
of vigorous
CONCLUSION

If we be not overworking the student's speech on Specialization, let us note how he attempted to invigorate the whole of his talk by such harder punching style in his CONCLUSION.

"When you men decided to take up the profession of medicine, it was with a resolve to be no mediocre physicians or surgeons. It is too costly an investment to make yourselves but that when by a little more expenditure of work and time and money, you can get out of the 8:00 o'clock crowd.

The delicatessen store keeper envies the State street merchant prince. But he must stop with envy. Why? Because—if for no other reason—he has not the capital for doing similarly. Your capital is your hand and head. Can you afford to start out with a capital so small that you may be compelled to be merely envious?

"Specialize, because if you do not keep up with the strides of your profession, you will fall behind it, too far to do any real creative work. Specialize because the public otherwise will see that you are a laggard and they, too, will give you the dust.

"Specialization, in short, is close to synonymous with professional distinction and attainment. Specialization makes the bag of professional pre-eminence at the end of the rainbow no mirage, but real reality."

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Note the attempt at vigorous style in such expressions above as “get out of the 8:00 o’clock crowd,” “your capital is your hand and head,” “will give you the dust,” “the bag at the end of the rainbow,” “no mirage but real reality.” Surely it will be appreciated that these expressions are an effort at having “flash and fire,” “elegance of phrase,” “pethiness of expression”—in short they illustrate the more vigorous style in CONCLUSION which is the topic heading of emphasis in this section.

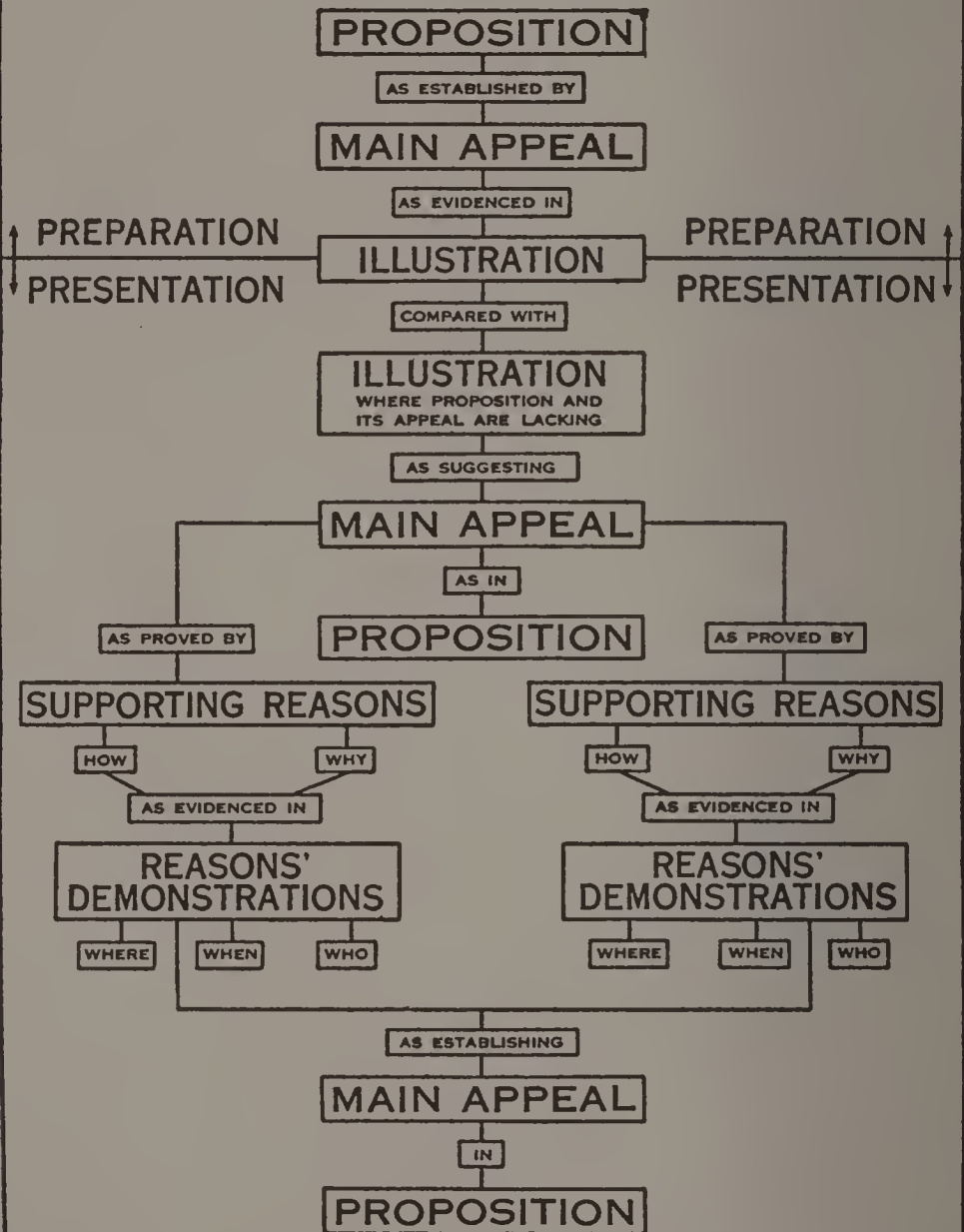
Section Five: Hand Diagram of all Five Presentation Steps:

Just because this is the CONCLUSION and Fifth Step, it is desired that there be an assured understanding of the steps not merely *separately* as they have been considered in the past five books but also as *taken together* as a whole. Hence the detached hand diagram of all Five Steps as before provided at this point again should be reviewed. Also note on next page complete chart summary of this Talk-Plan.

This hand diagram has been prompted by the fact that one of the very successful impromptu

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CONCLUSION

talkers of a large industrial efficiency organization in which this IMPROMPTU TALK-PLAN was taught confided that the most helpful suggestion which he had gleaned from the TALK-PLAN was that of carrying the Five Presentation Steps on the five fingers of the hand. With his hand in his coat pocket or behind his back, he explained that when he became a bit flustered on the floor, he was able to steady himself by ticking off the finger representing whichever one of the Five Steps he was on. Then by the Step represented on the next finger he was stimulated into proceeding persuasively and in order.

Moreover, only very recently the manager of display advertising of one of our large middle western publications volunteered that by carrying the Five Steps on his five fingers, he could stimulate himself in going from point to point by simply running his thumb on from finger to finger. And he had just returned fresh from the thrill of having increased a furniture dealer's space requirements 100% by ticking off the advance of points in his interview from finger to finger. He of course concealed this "mental ticking" of one point after another by keeping the hand in his pocket on which he was tolling off his five consecutive points.

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Finger Succession of Five Steps An illustrative application of how each step which can be carried on the fingers of the hand is indicated below by using again the familiar real estate talk.

1st Finger Success-Illustration: The \$3,000 a year for investment salesmen

VS.

VS.

Failure-Illustration: The \$25 a week for clerical salesmen.

2nd Finger

Proposition's Appeal:	&	Because of better money return,
Proposition Suggested:		Greater promise appears to lie in investment selling.

3rd Finger Appeal's Supporting Reasons:
How: Because investment selling is hard,
it comes high.

Why: Hard selling commands strong
salesmen, who can and do exact
rich rewards.

4th Finger How's Demonstrations:
Where: General Manager's semi-annual report sheet shows the high return of \$3,500 and of \$2,800.

When: The preceding year's high average earnings of the advertising real estate firm.

CONCLUSION

Who: The credit man's report on high earnings of mortgage and bond salesmen.

Why's Demonstrations:

Where: The developed strength and reward accruing to the paper house salesman.

Who: The paper house salesman's request for the organization of his second sales company.

**5th
Finger** Conclusion: Because investment selling is hard, it comes high. And being hard, it develops greater power in selling. This insures an increasingly larger compensation. Therefore, greater promise does lie in investment selling.

Section Five: Chart outline of PREPARATION and PRESENTATION STEPS:

Moreover, it should not be forgotten that there are the Three Preparation Steps of PROPOSITION, PROPOSITION'S APPEAL and APPEAL'S ILLUSTRATION which clarify the mind of the speaker or seller for the Five Presentation Steps for which the foundation thus is laid.

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Hence, the chart on page 22 of Book One of the Preparation and Presentation Steps should be illuminating.

Section Six: DELIVERY of the Impromptu Talk:

Here it is that we come to the third major problem in talking or selling, namely that of the actual Presentation, itself, and as to this problem it should be understood that because primarily this TALK-PLAN deals with the *organization* of one's ideas, any discussion of delivery is not intended as comprehensive.

Moreover, the author believes that diagrams of standing position, figures of posture and gesture, and declamatory passages of elation and depression often confuse rather than enlighten the reader.

That is to say, their exposition, if ever practical, best is left, for the most part, to class room work with the student, to individual practice of suggestions in one's study, and to the natural animation of earnest conviction attending the talking of business.

Therefore, what is said in this chapter is intended as suggestive and not exhaustive. Indeed, it scarcely can be said to be creative, representing, as it does, merely a few basic

CONCLUSION

principles. Some of these principles doubtless have been taught the author by a score of earnest carriers of the ball. Others, he, himself, and the staff of the Business Talk-Plan Company have evolved while counselling. Indeed, most of these principles of delivery are the result of applied experience in talking.

However, by mirror practice, standing as far from the mirror as possible in order to get a perspective of one's actions, real progress in delivery can be made.

Indeed, one of the country's most effective platform men was not ashamed to fit up his garret with a long mirror at one end and thus every evening at 11:00 o'clock after both the day and evening duties were performed, he practiced on himself in co-ordinating word and gesture and mood to the end of greater net effectiveness. And he now is the head of the world's largest charitable foundation whose popularity is due mainly to the effective public presentation of its program by this very same man. If he was not too big or too self-conscious to do mirror practice work, few others should hesitate on the same grounds.

Therefore, below is a diagram summary of delivery which, because of its joining both the thought and the delivery, more than any other

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one single chart has contributed to the effectiveness of the thousands of men and women who have become skilled in the use of this TALK PLAN.

In Sections Seven and Eight below there is to be found a detailed explanation of the Mood-and Gesture-Concurrence.

And, right here, the photographic study of the different gestures in progressive order, as inserted at the end of this Book Five, is deserving of careful study and application.

DIAGRAM SUMMARY OF DELIVERY

Outline	Mood-Concurrence	Gesture Concurrence	Phrase Rapidity
Parallel-Comparison	Narrative as a traveling man	None	100
Suggestion	Expository as a Judge	Revelation on Appeal and Interrogation on Proposition	90
Explanation	Argumentative as a Lawyer	Enumeration	150
Confirmation	Demonstrative as a Campaigner	Indication	150-175
Conclusion			
a. First Part	Persuasive as Pastor	Invocation	100-125
b. Second Part	Compulsive as an Evangelist	Affirmation Semi-Compulsion Compulsion	200

CONCLUSION

An eminent physician and surgeon who has studied all three TALK-PLANS for a number of years wrote the author a letter several years ago recommending the practice of this diagram from left to right. He declares that practice in this way aided him very materially in getting a readily summoned grasp of the whole Plan. And since then it has been found that the men and women who are willing to pay the small mental price of merely so memorizing this diagram chart, develop much greater effectiveness. Why not set yourself toward doing it, allotting the next ten minutes toward its accomplishment.

Section Seven: Delivery as to MOOD-CONCURRENCE:

Let us first to a detailed study of Mood Concurrence. By this, we mean a study of the mental attitude which should concur in each of the Five Steps. Refreshing your recollection as to the nature of each one of the Five Presentation Steps will suggest the mental attitude most accurately characteristic of each Step.

Narrative Mood in the First Step In the PARALLEL-COMPARISON, it will be remembered that the purpose is the narrating of illustrative facts only. The speaker's or seller's own attitude as to the conclusion from the facts is withheld

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even in the Preamble which precedes, in order that no question or doubt may attach to the speaker's description of the facts. Consequently in this First Step he is a mere reporter of what usually is a human interest story.

Does not this review of the First Step prompt naming its Mood-Concurrence as *narrative*?

Possibly the buoyancy of the traveling man best strikes off the Mood to be followed in this First Step.

**Expository Mood
in the Second
Step**

The Second Step comprises the speaker's SUGGESTION as drawn from the SUCCESS and FAILURE-ILLUSTRATIONS. In thus pointing out the APPEAL and tentatively explaining its connection to the PROPOSITION as both seem to stand out in the SUCCESS-ILLUSTRATION, the Mood befitting this sort of exposition would appear to be *expository*. A bit of the weighty dignity of the judge in reading to the jury their instructions as to the law here can be assumed.

**Argumentative
Mood in the
Third Step**

With the battle-line drawn in the Second Step, the fighting is begun in the Third Step. The explanatory "How's," while explanatory, nevertheless, are earnestly submitted. In the sup-

CONCLUSION

porting "Why's" a cutting edge to the APPEAL is intended still more emphatically. Indeed, the remorseless analysis and the passionate logic of the lawyer in his jury plea very well can be adapted to what we call the *Argumentative Mood* in this Third Step.

Demonstrative Mood in the Fourth Step

The exultant note of victorious confirmation is dominant in the Fourth Step.

The zeal of the gold miner who has made a strike and has found the proving-up ore to be to the right and to the left of him and in front of him and in back of him, here is the animating mental attitude.

The enthusing passion of a campaigner is somewhat characteristic of the proper attitude of mind properly to attend the delivery of this Fourth Step. As the marginal note indicates, in this Fourth Step, the Mood is *Demonstrative*.

Persuasive Mood in the first part of the Fifth Step

It must be warned that by this time one may have come near to forcing his PROPO-

SITION too hard. And the evolution from the Narrative through to the Expository and then into the Argumentative and the Demonstrative Moods is not unlike the growing intensity of the tornado. A lull properly may intervene. No listener likes being rushed off his feet.

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Therefore, why not resort at this point to the confiding and pleading persuasion of the mild mannered pastor? We name this first part of the CONCLUSION, then, the *Persuasive Mood*.

Compulsive Mood in the second part of the Fifth Step But suppose the listener will not be persuaded? Then the impetuosity of a cumulative coercion is the one resort left. Let the tornado break. Have the climax or the close take the style not of a pastor but of an evangelist, demanding that his hearers hit the sawdust trail! The energizing drive of this second part of the Fifth Step is effected by a concurrence of the *Compulsive Mood*.

Section Eight: Delivery as to GESTURE CONCURRENCE:

Gestures, the author believes, should be mainly like Topsy. They should just grow. And not infrequently race suicide for them would be a good thing. In short, as between the two extremes of many Gestures and no Gestures, let there be none. With the idea, however, that when coming naturally and without conscious attention, they sometimes may be used effectively, a Gesture-Concurrence for the Five Presentation Steps is above suggested in the diagram summary of delivery. And the photographic

CONCLUSION

study, to which reference has been made, explains the exact method of making the Gestures and shows accurately how they can be applied.

Gesturing, like underscoring Merely because, however, a Gesture is suggested for each Presentation Step, does not mean that it is insisted upon. The simple rule which the author has employed as to the use of Gesture is, "If writing it, would I underscore or italicize it? If so, in talking I shall gesture it. Otherwise not."

No Gestures in the First Step If really intending to allow the facts, themselves, to lead the listener to the PROPOSITION, any emphasis by Gesture of one fact over another in either of the first Two Illustrations does not serve thus to invite but rather to coerce assent. Therefore, in the First Step, there should be no Gestures, or else your impartiality in describing the Two Illustrations very well may be questioned. (See Photographic Study Number One for appropriate informal posture.)

Revelation for the APPEAL and Interrogation for the PROPOSITION Because in the Second Step, the speaker is unfolding the distinctive APPEAL of his PROPOSITION, his concurring Gesture should be an unfolding one. Hence on

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the phrase containing the APPEAL let the hand unfold or open flat out with what generally is called the Gesture of *Revelation*—so named because it does reveal. (See Photographic Study Two.)

To the PROPOSITION for which the APPEAL is urged, particular attention can be called by turning the open hand edge outward to the audience and drawing it from the wrist backward to the speaker. This Gesture appropriately is called *Interrogation*, with the small intuitive finger leading in graceful inclination. (See Photographic Study Three).

Enumeration for the Third Step and Indication for the Fourth Step Frequently, in order to make each one of the Supporting Reasons stand out more clearly and more definitely, the inauguration of each can be punctuated not merely by “firstly” and “secondly” but by an enumeration with the index finger of one hand, beginning on the little finger of the other hand and going back over the other fingers in ascending importance. Thus one can tell the points off with increased emphasis. (See Photographic Study Four).

Indeed, because “firstly” and “secondly” lend too much mechanical exactness to ordinary

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speech, their elimination is recommended with the substitution merely of this Gesture of *Enumeration*. The first and second and third explanatory points thus will be seen clearly, according as the first, second and third fingers are tolled off.

Moreover, this Gesture of Enumeration in thus taking the broad open hand of revelation and dividing it up into its finger parts, does just exactly the sub-dividing piece of work which we have learned to be the function of EXPLANATION.

As one alternates from each Supporting Reason to its Demonstration in the Fourth Step, emphasis can be laid on the matter demonstrated by a use of the Gesture of *Indication*. This is accomplished by closing all but the index finger, accompanied by a snapping up and down from the wrist only. (See Photographic Study Five.

**Invocation in
the first part,
Affirmation in
the second part
of the Fifth Step**

Where the pastor would persuade assent, all are familiar with his earnest Gesture of *Invocation* as with both hands elevated, he seeks to lift his audience into a stand for the right. This Gesture really is nothing more than the Gesture

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of *Revelation* done with both hands elevated slightly above the shoulders. (See Photographic Study Six).

In the second part of the CONCLUSION, this less vigorous gesture of *Invocation* can be developed into the stronger one of *Affirmation* by raising the thumb erect and with it and the index finger standing up strong, the whole arm is swung straight down in assertiveness. (See Photographic Study Seven).

Affirmation can be made even stronger by a clenching of the fist in the same downward stroke of *Semi-Compulsion*, and then a finalé by the fist smacked in the other hand or on a desk or table—*Compulsion*, we call it in the diagram summary of delivery. (See Photographic Study Eight).

This gesture of *Affirmation* can be used to re-emphasize each How and Why support of the APPEAL, *Semi-Compulsion* to draw all these Supporting Reasons into the one big APPEAL, with the whole conclusively hammered home in the PROPOSITION which is made emphatic by the strongest gesture of COMPULSION.

Phrase This section calls for no extended dis-
Rapidity cussion. What one narrates in the First Step he does more slowly than what he insists

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in the Fifth Step. And what one explains in the Third Step he does more slowly than what he declaims in the Fourth Step.

In accordance with these obvious principles, estimating that the average man speaks one hundred twenty-five words to the minute, the narrative material of the First Step should average one hundred words the minute.

In the expository material of the Second Step, one well can slow down to ninety.

The argumentative and demonstrative intensity of the Third and Fourth Steps call for an increase of from between one hundred fifty to one hundred seventy-five words a minute.

Then, in accordance with the Persuasive Mood, the rush can be keyed down to between one hundred to one hundred twenty-five, whereas in the Compulsive Mood in the last part of the Fifth Step, possibly one can increase his phrase rapidity to two hundred words the minute in the final hard driving climax.

PART TWO

Questions and Cases



QUESTIONS

I

Indicate three situations in which the CONCLUSION might possibly be omitted entirely. (See Section One.)

II

Indicate a situation in which, however, a CONCLUSION would be desirable. (See Section One.)

III

What is the preliminary purpose of CONCLUSION? (See Section Two.)

IV

Indicate three reasons for not ordinarily repeating all of the Fourth Step in the CONCLUSION. (See Section Two.)

V

Why should the "How-Why's" of EXPLANATION be repeated in the CONCLUSION? (See Section Two.)

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VI

What is the final and closing purpose of the CONCLUSION? (See Section Three.)

VII

Summarize the three purposes of the CONCLUSION. (See Section Three.)

VIII

What is the difference between the force of the statement made in the Second Step of SUGGESTION and in this Fifth Step of CONCLUSION? Why? (See Section Three.)

IX

What change in style should be noted in the CONCLUSION? (See Section Four.)

X

Count off on the fingers of your hand the Five Presentation Steps. (See Section Five.)

XI

Draw a hand diagram of the Five Presentation Steps. Check your diagram by the one which has been provided in detached form and which you doubtless have been carrying forward for reference in each Book.

XII

Outline a diagram summary of the Five Presentation Steps setting opposite each the Mood Concurrence, Gesture Concurrence and Phrase Rapidity. (See Sections Six, Seven and Eight.)

CONCLUSION

CASES

(These cases are worked out in the Appendix hereto with the view to aiding you in checking your own work. However, it obviously would be wise to work out the case for yourself in advance of checking the solution as given in the Appendix.)

I

Prepare a Fourth Step in which you can have so much of a gripping human interest story as that a Fifth Step would be unnecessary, actually writing such a Step out for your own criticism.

II

Try working out a "close" to a sales talk which you may need to give in relation to your business, making an effort to summarize the Third Step of EXPLANATION which has preceded in your sales talk.

III

Give a CONCLUSION in which the APPEAL and PROPOSITION are finally driven home by EXCLAMATION as compared with the same APPEAL and PROPOSITION submitted tentatively in the form of Self-answering Interrogation in the SUGGESTION.

IV

Try giving a talk each morning and night in front of a mirror, starting with your thumb on the little finger of your hand, having in mind it

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stands for PARALLEL-COMPARISON and as your talk proceeds, shift your thumb over to the next finger which stands for SUGGESTION and thence to the third finger which stands for EXPLANATION. At the point at which you come to your WHERE-WHEN-WHO-CONFIRMATION, move your thumb to the fourth finger and as you drive your last point home on the CONCLUSION you have your thumb, itself, upraised.

V

Try adding to your talks in front of the mirror the gesture development worked out in the diagram summary to be noted in Section Six, being careful that your gestures are made directly in front of you, coming out about even from where, if a man, your watch chain would pass thru your vest button and being sure your gesture of Revelation really opens up flat and wide as you give it on the APPEAL, and that your gesture of Interrogation comes back side-wise away from the mirror pulling the thought in effect *from* your listener back to *yourself* and that it is done with a wrist snap rather than with an arm sweep.

Indeed all effective gestures should have more of a wrist movement and much less of an arm movement with the possible exception of Affirmation in the Fourth Step and Semi-Compulsion and Compulsion in the Fifth Step. These last three gestures should be made with the whole sweep of the arm.

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Moreover, in the Third Step which we have omitted noting for the moment, be sure you re-make your gesture of Revelation in your Second Step, that is to say, do hold out your hand flatwise and, then for the Third Step, take the index finger of your other hand and simply pull down the little finger, then the next finger and so on including the third finger, and if you still have more "How-Why's" to enumerate, do not go into descending climax into the shorter index finger and still shorter thumb, but continue ascending with your index finger over on an imaginary longer fourth and longer fifth finger and sixth finger, etc., so that all the time you are building up a higher and stronger climax for each "How-Why" as you present it.

Try making the same gestures sitting down in your chair and talking to an imaginary man or indeed get some friend to be your victim if you can so inveigle him.

This last thought again as to gestures—when you are in doubt as to whether to gesture or not, *let there be no gesture.*

Also, remember that like Topsy, gestures for the most part should not be born consciously but should "just grow."

Appendix



CASES AS WORKED OUT

I

Prepare a Fourth Step in which you can have so much of a gripping human interest story as that a Fifth Step would be unnecessary, actually writing such a Step out for your own criticism.

Here let us assume that our subject is the preference for men having has a country environment rather than for those having been raised in the city. Possibly a sufficiently effective Fourth Step of demonstration with which to end, would be the following actual one which the author used in a recent magazine article. The whole article, itself, is referred to again in the book of Practical Application.

“Only this morning, the assistant manager of our Western Branch Offices came to me and said just after he had completed a \$100,000 sale, ‘You know, Bills, there is something more to bond selling than merely

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describing the bond issue. You need to know human nature and how it works. And in my home town up in Michigan I learned how men think to themselves.'

"And I think this more than any other factor accounts for the outstanding success of this branch manager."

II

Try working out a "close" to a sales talk which you may need to give in relation to your business, making an effort to summarize the Third Step of EXPLANATION which has preceded in your sales talk.

Suppose your PROPOSITION is real estate bonds and your APPEAL is *safety* and that two "How-Why" supports are: (1) the income may be taken to pay the bond interest and principal in the event of default, (2) the pre-payments of interest and principal are made monthly in advance of each semi-annual due date.

The CONCLUSION summarizing such "How-Why's" might very well be the following:

"Thus you can see that you have in effect not merely a first mortgage on the farm land and buildings but on all the wheat, oats, corn, cattle and hogs raised thereon. That is to say, this would be the situation in a farm mortgage if it had in it this

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remarkable income protection grip enjoyed by the city mortgage. Its four-fold grip on the land, building and equipment and now lastly on the *income*, accounts for the remarkable record of every dollar being paid every investor by every responsible mortgage house in the country.

“Moreover, the very cash nature of the business in getting the rent each month as it by necessity is paid over by each tenant, with five-sixths of the money stored up for the bondholders before it even is due, has done more than any other one single factor to make safety synonymous with real estate bonds.”

III

Give a **CONCLUSION** in which the **APPEAL** and **PROPOSITION** are finally driven home by **EXCLAMATION** as compared with the same **APPEAL** and **PROPOSITION** submitted tentatively in the form of the Self-answering Interrogation in the **SUGGESTION**.

SUGGESTION: Because a house organ builds good will, it is a fact, is it not, that our organization ought to give it serious consideration?

CONCLUSION: Because a house organ cements the customers of a business into one great family who are participating in the good things of that business, you can see that we can tie to our business every one of our customers in not merely

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a business way but in a sentimental way, so that unquestionably we have a mortgage on future success so far as the certainty of the business from old customers is concerned!

IV

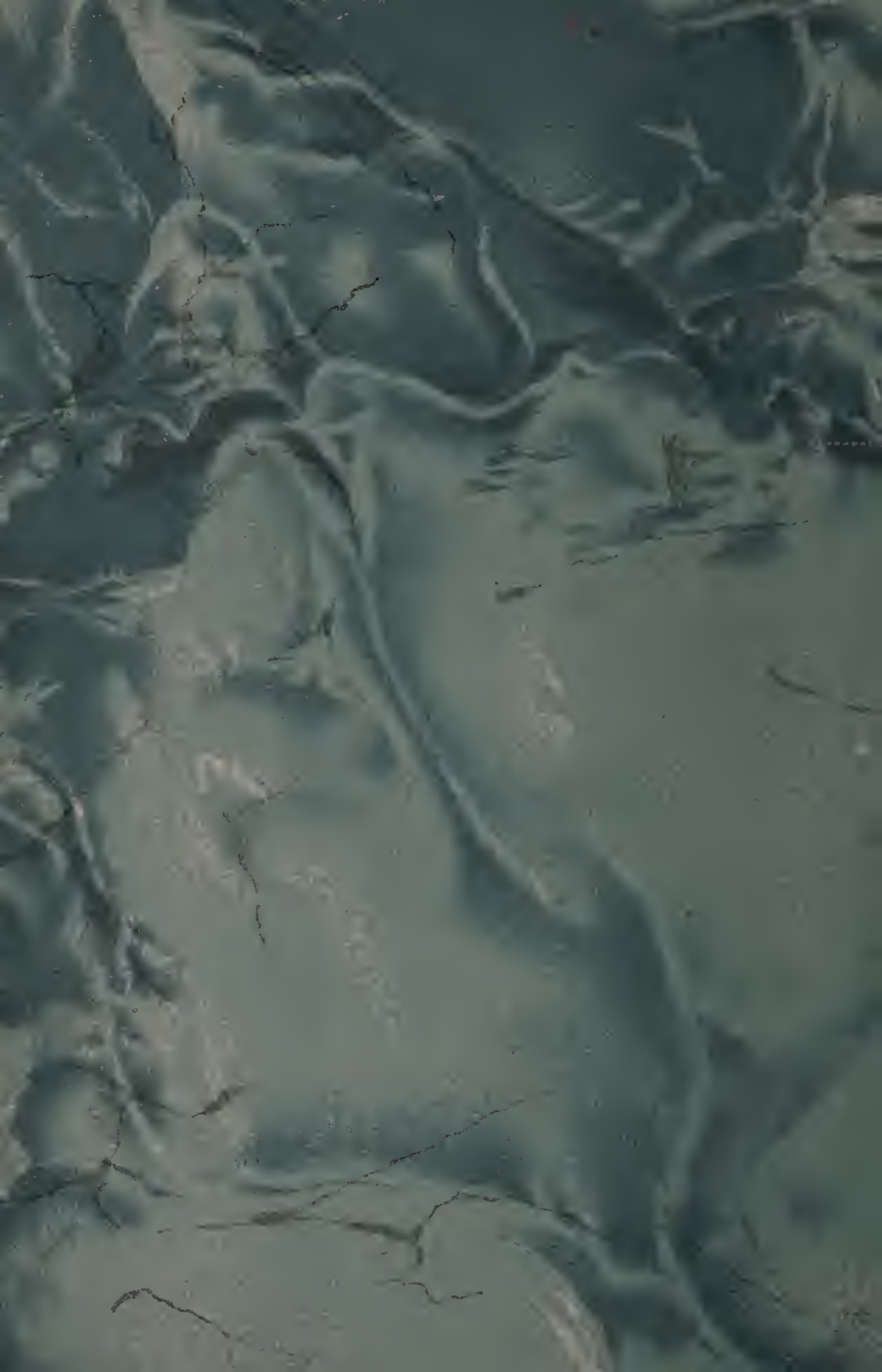
Try giving a talk each morning and night in front of a mirror, starting with the thumb on the little finger of your hand, having in mind it stands for PARALLEL-COMPARISON and as your talk proceeds, shift your thumb over to the next finger which stands for SUGGESTION and thence to the third finger which stands for EXPLANATION. At the point at which you come to your WHERE-WHEN-WHO-Confirmation, move your thumb to the fourth finger and as you drive your last point home on the CONCLUSION you have your thumb itself, upraised.

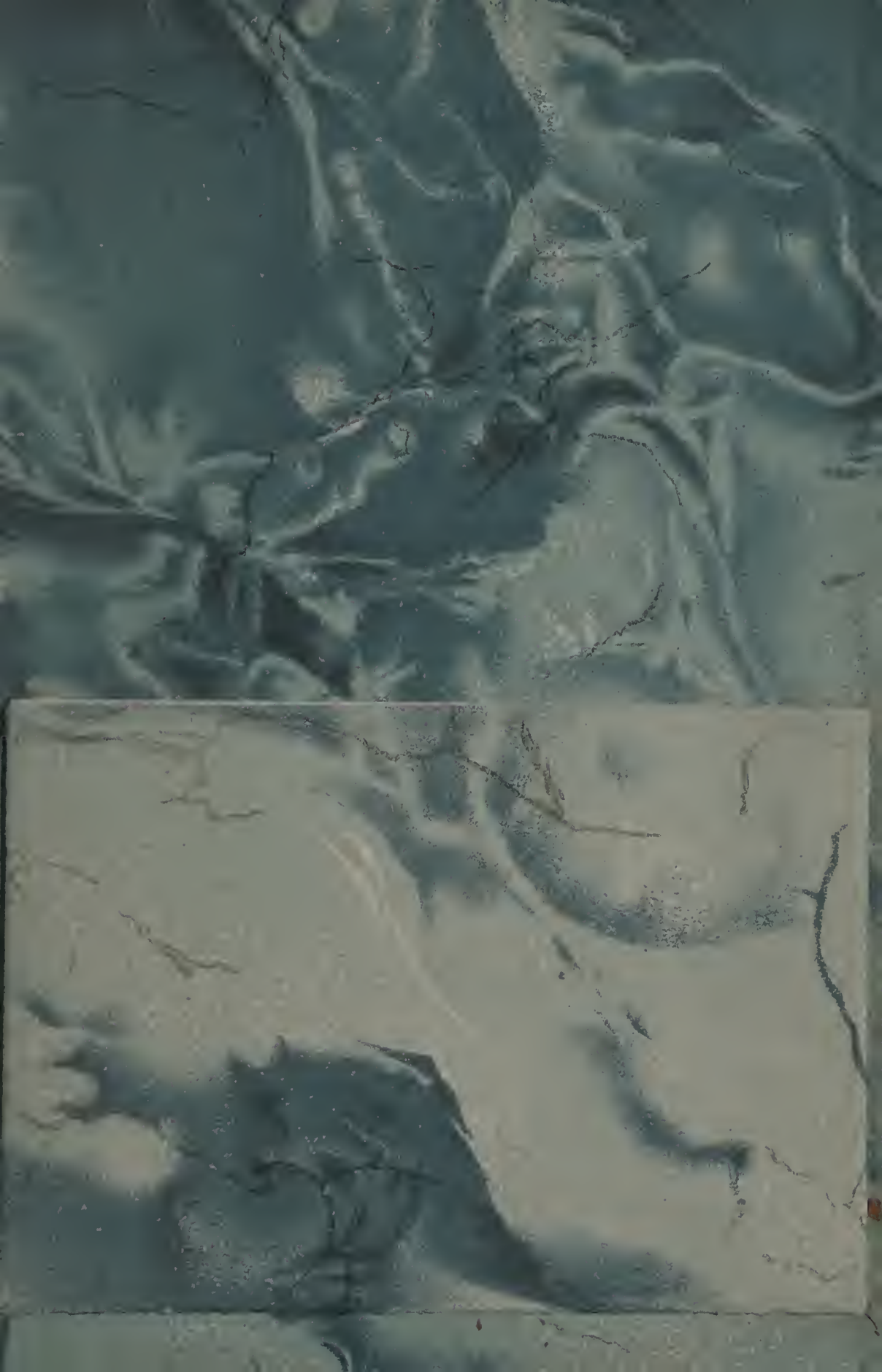
This was done most effectually by one of the sales managers of the Chicago Tribune on display advertising with a furniture store man, during the fall of 1923. He came over, most exuberant, to the Business Talk-Plan Company with the very generous statement, "Your TALK-PLANS actually worked, for I increased the furniture store's space contract over $33\frac{1}{3}\%$. And I actually got the man's name on the dotted line when I got my talk advanced to the point of the Fifth Step, namely, the place of the thumb which I had been working toward by going from finger to finger with my hand in my coat pocket."

CONCLUSION

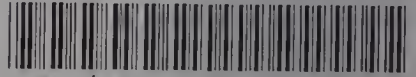
Comment: Obviously this case is a matter to be individually worked out by yourself and it is strongly recommended that it be done man to man until subconsciously and involuntarily you most readily carry these steps in your mind and over your fingers just as you say $2+2=4$.

This is imperative, for, if you do not have thoroughly tracked out in your own mind the sequence of the Five Steps, which we have noted here, it will be altogether too hard to talk impromptu, for you are thus forced to think not only of the material to give in each step but first to think what the Step, itself, is. And to do both these things at one and the same time is very difficult.





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